



# The 12th Edition

The newsletter of Headquarters Twelfth Air Force  
Davis-Monthan Air Force Base, Arizona

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## News Notes

### 12th Air Force "Day Off"

Gen Hobbins has changed the 12th Air Force Half-day Off Policy. Effective August 1, half-days off will change to one full day off per month. The date will either be the last Friday or the last Monday of the month, and coordinated with the 355th Wing to effectively have a "Base" down day.

(Note: Commanders and supervisors will manage this program for their individual units based upon their mission-specific requirements. Also, because 12th Air Force personnel earn these days, we will take them whether or not 355 Wing personnel achieve their goal.)

The 12 AF Down Days for the remainder of the year are as follows:

- 31 Aug (Fri)
- 28 Sep (Fri)
- 29 Oct (Mon)
- 30 Nov (Fri)
- 31 Dec (Mon)

We will hold the 12 AF Awards/Promotion Ceremony (usually scheduled the last duty day of the month) one day earlier, i.e., 30 Aug, 27 Sep, 31 Oct, 29 Nov, and 28 Dec.

Please remember, people earn the monthly day off based on previously established duty hours (i.e., you must work an extra 30 minutes per day to earn the day off). Anyone who has questions may call the command chief master sergeant, Chief Gary G. Coleman, at 228-5093, or the commander's secretary, Pat Peterson, at 228-2312.



Courtesy Photo

*This E-8C, a modified Boeing 707, is the platform for the Joint Surveillance Target Attack Radar System.*

## 12AF commander gets JSTARS experience on Iron Triad mission

**By TSgt. Rian Clawson**

*12th Air Force Public Affairs*

Twelfth Air Force commander Lt. Gen. Tom Hobbins had a unique adventure in July when he flew on an "Iron Triad" mission aboard the 93rd Air Control Wing's Joint Surveillance Target Attack Radar System platform.

An Airborne Warning and Control System from Tinker AFB, Okla., and an RC-135 Rivet Joint from Offutt AFB, Neb., made up the other two legs of the Iron Triad.

"I've flown aboard T-43s, E-3s, E-4s, EC-130 Compass Call and the Airborne Command and Control Center, but this Joint STARS set-up is definitely unique," the commander said. "I was particularly impressed with the moving target indicator mapping and the ability to link multiple system communications devices into an ISR architecture that en-

hances the JFACC's Time Sensitive Targeting Role through an integrated crew that knows what every function on the JSTARS adds to the derived data. It was an extraordinary experience."

The general was correct in identifying the JSTARS he flew aboard as "unique" – only 10 such aircraft exist anywhere in the world and the 93rd ACW at Robins AFB, Ga., has them all, said Capt. David Heist, sensor management officer of the 16th Airborne Command and Control Squadron.

The system consists of the airborne platform – the E-8C, a modified Boeing 707 with a multi-mode radar system – and U.S. Army mobile ground station modules.

"This set-up enables the JSTARS to provide targeting and battle management data to all JSTARS operators,

**See 'JSTARS' Page 3**

## News Notes

### AD retirees in AF Reserves

Active-duty military retirees in all career fields are being offered the opportunity to return to military service by the Air Force Reserve.

Those eligible for the program are regular, active-duty Air Force retirees who retired not more than five years ago, or current active-duty members who have an approved retirement date.

Interested people may contact the nearest Air Force Reserve recruiter or call (800) 257-1212 for details.

### AF civilian intern vacancies

Officials at the Air Force Personnel Center are accepting applications through Aug. 17 for 345 position vacancies in the 2002 Palace Acquire Civilian Intern program.

The program targets college graduates and offers two to three years of formal and on-the-job training, and performance-based annual promotions while in training.

Interested candidates must be U.S. citizens and have or be about to receive a four-year degree from an accredited college. They must maintain a minimum grade-point-average of 3.45 on a 4.0 scale, throughout their schooling.

A list of vacancies and other details about the intern program are in an Air Force News Service story at [http://www.af.mil/news/n20010716\\_0960.shtml](http://www.af.mil/news/n20010716_0960.shtml). Detailed qualification and application information is available at <http://www.afpc.randolph.af.mil/cp/recruit/paq.htm>.

## Senate confirms next Air Force chief

By MSgt. Rick Burnham

Air Force Print News

**WASHINGTON** — The Senate confirmed Gen. John Jumper, currently commander of Air Combat Command, to be the next Air Force chief of staff. The president nominated Jumper in July to succeed Gen. Michael Ryan, who retires in September.

During confirmation hearings, the Paris, Texas, native answered questions ranging from B-2 bomber upgrades to use of GI Bill educational benefits by AF family members.

The general said his priorities for the force in the coming years would mirror those of Secretary of Defense Donald Rumsfeld and Secretary of the Air Force James Roche, which include transformation, readiness, retention and recapitalization.

"Transformation is, and always will be, a key issue because the Air Force is inherently transformational — constantly adapting ourselves to new threats and leveraging new technology in order to posture ourselves to face the challenges of an uncertain future," Jumper said. "Our greatest challenge remains the requirement to advance new capabilities while maintaining the robust readiness required to meet day-to-day warfighter requirements."

The general also said readiness — being ready to kick down the door if and when the requirement comes to do so — is critical to any combat force.

"Readiness is the heart and soul of our ability to perform our mission on a day-to-day basis, and is the hallmark of our combat capability," he said. Unfortunately,



The next Air Force Chief of Staff, Gen. Jumper testifies at the Senate confirmation hearing.

he added, the readiness of today's force has declined.

"We are capable of winning, but we're concerned about trends in readiness indicators such as aging aircraft, constrained resources and parts, and retention."

Improved retention rates are key to the future of the Air Force, Jumper said. "People are our most vital resource."

The general said today's airmen, particularly second-term and career airmen, have been over-tasked for a number of years.

"Wages, the high-operations tempo, quality-of-life issues and leadership are all key issues our people consider when making the decision to reenlist," he said. "Quality of life issues are terribly important to attract and retain great people, but so is quality of service."

"That addresses the need to ensure we give our airmen the proper tools to do the tough jobs we ask them to do. We must recover from a decade-long spending hiatus to provide the tools our airmen need to fly, fight and win."

### The 12th Edition

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The contents of the 12th

Edition are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Air Force.

People may submit suggestions for stories by calling TSgt. Rian Clawson in the 12th AF public affairs office (520) 228-6053 or DSN 228-6053.

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or call 12th Air Force  
Public Affairs at  
228-6053.**



**JSTARS (Cont'd from Page 1)**

both in the aircraft and in the ground station modules," Heist said. With a full crew and all this technology, the radar can cover more than 10,000 square miles of real estate at a time.

"The JSTARS is growing every day in its role as a greater part of the coalition Armed Forces," the SMO added. "As more and more units are exposed to the potential of our radar and datalinks, they lobby to include us in their plans for the future. We now have enough crews and aircraft for 24 hour operations; that alone will change the way we're used in the next major conflict – the enemy will not be able to rest."

For the JSTARS crew, the mission was pretty much "business as usual" – which Heist said actually surprised him.

Usually, when distinguished visitors fly aboard the JSTARS, sortie planners curtail the missions down to about four hours or less, to accommodate the DVs. This mission, on the other hand, was just short of eight hours.



Courtesy Photos

*The JSTARS crew comprises more than 20 operators and technicians, including Air Force and Army personnel, and both officers and enlisted members.*

"General Hobbins wanted to get a true orientation with the JSTARS and he took time to speak with each row of operators and technicians on board," the captain explained. "As a result we were able to complete all our necessary training, which was focused on refining our datalink operations, specifically the joint tactical information distribution system. At the same time, by being on a full mission, he was able to learn from each of the more than 20 crewmembers on board, enlisted and officer, Army and Air Force, exactly what the JSTARS mission entails."

"I really respect the fact that he took the time from his busy schedule to do that," Heist added. "A lot of people in his position wouldn't have done that."

With more than 1,000 hours on the JSTARS – 700 as an air weapons officer and about 300 as the SMO, Heist has flown all over the world, including operations

over Japan and Operation Allied Force in Kosovo. Still, the captain said he's seldom had the opportunity to work with this many assets at one time.

"It's very rare to have this many assets to work with on a single mission; usually we would have just one other player, in addition to the CGS, even though we could easily work with even more assets if they were available," Heist said.

This time, in addition to the Iron Triad elements, the mission included a tanker from the 19th Air Refueling Group out of Robins AFB, Ga.; tactical air control parties from Fort Hood, Texas; two flights of B-1Bs from Dyess AFB, Texas; and the common ground station, also from Fort Hood.

"That was the principal difference I saw from having Gen. Hobbins on board that day," Heist said, smiling. "It made it a lot easier to get everyone else to play with us."

"The general made it clear that he considers the JSTARS to be a vital asset," the captain concluded. "He emphasized that we need to continue to work with the RJ, AWACS and Air Borne Command and Control Center as each of our missions evolve together in the years to come."



*The JSTARS crew uses advanced technology to cover more than 386,000 square miles of territory in an 8-hour mission and pass the gathered data to coalition air and ground crews. Increased awareness of its capabilities are boosting demand for JSTARS involvement in coalition operations.*

# Warrior Hearts: Heed lessons learned from Pearl Harbor

**By Lt Col Don "Bits" Bacon**  
12th AF Executive Officer

Although the movie "Pearl Harbor" didn't make quite the splash the producers envisioned, it did enable us to review valuable lessons learned about the "day that will live in infamy" so that we'll never again be caught sleeping by a determined enemy. The Japanese surprise attack, Dec. 7th, 1941, killed 2,403 Americans; sank or seriously damaged 8 battleships, 3 light cruisers, and 3 destroyers; and destroyed or damaged 303 aircraft. Fortunately we won the war but, as military professionals, we can never let a surprise of this magnitude occur again. Why? Because the next Pearl Harbor may be unrecoverable and could start our nation's last war. So, .. what are the lessons we learned?

First, never underestimate a potential enemy or rule out their potential courses of action. We assumed Japan would never attack a stronger, more industrialized country like ours and underestimated their will and determination to become supreme in East Asia. Only America stood in the way of the Japanese empire. Potential enemies may take risks we wouldn't consider prudent; thus, we can't assume they will think like we do.

Gordon W. Prange, a recognized Pearl Harbor expert, wrote "we can't just assess what we think a potential enemy may do, but we also must assess that nation's capacity for action. A have-not nation," he added, "may well be possessed of a will and skill far out of proportion of her resources."

Unfortunately we still must learn this lesson periodically—North Korea and Iraq both caught us by surprise.

Second, Pearl Harbor showed the importance of having intelligence organizations that fuse all-source intelligence into a "big-picture". In 1941, the intelligence community was stove-piped and "intel" data typically wasn't shared. All the indicators of a Japanese attack were present, but no one had gathered the "all-source" view.



Artwork by SSgt. Eric Bucholz

Navy intelligence had critical indicators it didn't pass to the Army, and vice-versa. We apply this lesson much better today with our national intelligence organizations and we must ensure they stay viable.

Third, Pearl Harbor emphasized the importance of clear communications and not assuming subordinates and other organizations know what we're doing. The Army assumed the Navy was taking the lead in defending Pearl Harbor, the Navy assumed the Army was; neither coordinated their planning and defensive preparations. Moreover, the War and Navy Departments both mistakenly thought our military forces in Hawaii were making significant preparations to defend themselves. These erroneous assumptions cost us dearly. Today, our joint command structures and thinking go a long way to ensure the right hand knows what the left is doing, but we still must work hard to provide clear, unambiguous communications at all levels of command and with our sister organizations.

The fourth lesson is that Navy and Army forces in Hawaii didn't take many of the defensive precautions available to them. Commanders in both services focused on training and preparing for future war—but spent little time on alertness and being prepared to defend themselves in case of attack. The Army turned on its radar an hour a day—for training, not to provide air surveillance. Neither the Navy nor the Army provided air patrols to search for possible hostile fleets. The Army Air Corps didn't

disperse its aircraft and the Navy didn't pursue using torpedo nets. All the forces trained every day preparing for future hostilities, but they were still unprepared for an attack.

Congressman Hamilton Fish said the Hawaiian military forces were in "a high state of preparedness and not a high state of alertness." This is why we exercise all emergency responses—from terrorist or conventional attacks to natural disasters. We must prepare for them all and we must also know THREATCON and INFOCON levels and understand the applicable responses.

Interestingly, Pearl Harbor's lack of alertness was exacerbated because the military didn't yet appreciate air power lethality—and many thought it "far-fetched" that aircraft carriers could steam thousands of miles with 350 attack aircraft to rain death on Hawaii.

We can't underestimate new weapons and technologies nor can we "fight the last war". In the next war our enemy may attack our satellite intelligence and communications capabilities or target us with a cyber attack. We obviously must look forward to the next generation of weapons and be prepared to defend against them.

Finally, our forces were too predictable; the Japanese took advantage of that to catch us flatfooted; they knew our training patterns, where specific ships were moored, and when we were most vulnerable to attack. Thankfully, we quickly recovered, but we may not be so fortunate next time so we must not make the same mistakes again.

Lets be honest—wars are not a thing of the past and some nations may do the unthinkable. We must make our operations unpredictable, use all available intelligence, think through and exercise contingency responses, and consider new technology and tactics in our future planning. Moreover, we must remain always vigilant, poised and ready at a moment's notice to defend this great nation. We can allow no more Pearl Harbors.

(Note: Prange's data and quotes are found in his book "At Dawn We Slept".)



*Heroes of the U.S. Air Force*  
**2nd Lt. Joseph Raymond Sarnoski**  
*Medal of Honor*

**By Patrick Murray**  
*12th Air Force Historian*

Joseph Raymond Sarnoski was a native of Pennsylvania. In 1936, Sarnoski enlisted in the Army and served as a private for three years at Langley Field, Virginia.

While there he took a course in advanced aircraft armament. He reenlisted in January 1940 and with the rank of sergeant was sent to Lowry Field, Colorado, where he was graduated from the Air Corps Technical School in bombsight maintenance.

Sarnoski returned to Langley and assignment to the 31st Reconnaissance Squadron. In January, a month after Pearl Harbor, Sarnoski's unit deployed to the Asiatic-Pacific Theater. After numerous missions in the Pacific as an enlisted bombardier he was promoted to technical sergeant and then to master sergeant.

In March 1942 Sarnoski earned the Silver Star and Air Medal for his combat missions, and throughout the year, he flew missions against well-entrenched enemy locations in New Britain and the Solomon Islands. In May 1943, Sarnoski received a combat commission as a second lieutenant and an assignment to the 43rd Bomb Group's 65th Bombardment Squadron flying B-17s. On the northern end of the chain of the Solomon Islands lay the island Buka and a strategic enemy airfield.

Good photographic reconnaissance was vital to any effective attack on Buka, but unescorted reconnaissance was sure to encounter a host of enemy fighters. Sarnoski volunteered as bombardier on this important photographic mission and, early June 16, left home station at Dobodura airfield on New Guinea for a target area 580 miles away.

Ten miles from the target, the lone B-17 spotted about 20 enemy fighters launching to defend the airfield. Rather than abort the mission, Sarnoski's B-17 kept on, and as the enemy fighters opened the attack Sarnoski manned the front gun, shooting down the first attacker. Following his lead, the B-17 gunners fought off the first attackers, making it possible for the pilot to



**2nd Lt. Raymond Sarnoski**

finish his plotted course.

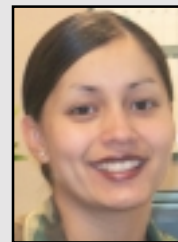
Though wounded, Lt Sarnoski continued firing and shot down two more enemy planes. During a coordinated frontal attack by the enemy, a 20-mm shell burst in the nose of the bomber knocking Sarnoski into the catwalk under the cockpit with a shell fragment in his abdomen.

Bleeding profusely, but with indomitable fighting spirit, the lieutenant crawled back to his post and kept firing, bringing down another enemy fighter before he collapsing on his guns, dead.

Gen. George Kinney, noted in his memoirs that this crew "performed a mission that still stands out in my mind as a epic of courage unequalled in the annals of warfare." Lt Sarnoski, by the resolute defense of his aircraft at the price of his life made possible the completion of a vitally important mission.

## Top of the 12th

Airman First Class Andrea Amaro is an intelligence apprentice with the 612th Air Intelligence Squadron.



**A1C Amaro**

"Andrea's a superior performer, not only in her daily duties, but also in her commitment to the community," said Amaro's supervisor, SSgt. Angela Sicam. "She shows maturity beyond her age and compassion for those who need it most. I know she'll do great things."

**Years of service:** 1 year, 6 months

**Hometown:** Sacramento, Calif.

**Primary Duties and Responsibilities:** Provides weaponeering and force employment options to support USSOUTHCOM operations.

Assists research, acquisition, maintenance and dissemination for AOR.

**Favorite aspects of D-M:** The airman's attic is Great! It helped me and other airmen I know transition from dorm to apartment living.

**If you could change one thing to improve D-M what would it be?**

Quit handing out membership/credit card applications at the First Term Airmen Center. I think the practice pushes the premise of "free credit" to many people who don't seem to understand it's not really "free".

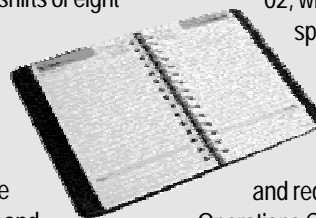
**What motivates your winning attitude?** Helping others; knowing I've made a positive difference in someone's life allows me to wake up the next day and do it all over again.

## The Calendar

### Blue Advance 01 CPX Sep 23-28

Six 12th Air Force personnel will travel TDY to SouthCom. If required, three shifts of eight hours to stand up a 12AF response cell to support SouthCom joint staff.

Training is to be focused on likely Area of Responsibility scenario to develop and refine crisis action procedures, plan and C4I. (Call Mr. Perotti, 228-0535)



### Millenium Challenge 02/Joint Expeditionary Force Experiment 02 IEC Oct 3-4

Initial Experimental Conference; principals meet to form intel and comm working groups for JEFX

02, which is Air Force Chief of Staff-sponsored joint exercise with live fly and simulation in a war-fighting environment. MC 02 will look at effects based operations,

command and control of IRS, TCT

and reduced foot print expeditionary Air Operations Center.

(Call Maj. Weniger 228-6117)

# SALUTE!

Congratulations to 12th AF warriors who recently were -- or soon will be -- promoted to the rank indicated

**1st Lieutenant**  
Dean Wruck

**Master Sergeant**  
Douglas Paxson

**Senior Airman**  
Moises Castro, Christopher Daniels,  
Andrew McGee, Sara Rought

**Senior Master Sergeant**  
John Pugsley

**Technical Sergeant**  
James Barber

**Staff Sergeant**  
Brian Clark, Michael Davis

**Airman 1st Class**  
Jane Diuguid,  
Rachael Nutter



## Air Force Ball tournament

A four-man best ball tournament with a shotgun start is set for Aug. 17 at the D-M golf course to raise money for the this fall's Air Force Ball.

The format will include longest drive, closest to the pin, putt shootout, three mulligan's for \$3 (per team), and two feet of putting string for \$5 (per team.)

The tournament costs \$30 per person and includes one round of golf with a cart, two beverages of choice and plenty of door prizes. Anyone inter-

ested in playing should call MSgt. Ed Boudreau at 8-5637.

## Intramural Sports

Anyone interested in playing intramural sports should start planning now. Those who want to play flag football may call MSgt. Doug Paxson at 228-6358.

Avid bowlers (seems you just finished last month, hmm?) get ready to start the fall season in September. Call Lynn Parker to sign up, 228-

## Say What?

"Diplomacy is the art of saying 'nice doggy' ... until you can find a big rock."

- Wynn Catlin

## Trivia Question?

**In the ceremonial folding of the flag, how many folds does the folder make?**

Contact Rian.Clawson@dm.af.mil, NLT July 20; one entry per person; correct entries compete for a Burger King gift certificate. The winner's name appears in the next issue of the 12th Edition.

**Last month's answer:** Still no correct answer to last month's question – single parents with custody of their children and military couples with dependents require a family care plan with provisions that designate caregivers for affected family members for short- and long-term absences.

**Last month's winner:** No correct answer so – no prize.

## News Links

### U.S. Air Force ONLINE NEWS

(The online weekly newspaper of the U.S. Air Force)

<http://www.af.mil/newspaper>

(Subscribe online)

### Air Force LINK Plus

(Streaming media broadcast from the Department of

Defense. Monday through Friday at 1 p.m.)

<http://www.af.mil/aflinkplus/>

(requires Real Audio)

### Air Force Television News

<http://www.af.mil/news/tv/>

(requires Real Audio)

### Air Force Radio News

(five minute broadcast)

1-877-AFRADIO (237-2346) or

<http://www.af.mil/news/radio/>

(requires Real Audio)

### Air Force Print News

<http://www.af.mil/news>

(Subscribe online)



## Show-off!

Photo by TSgt. Rian Clawson

*Maj. Steve Hall takes a break from his duties within the commander's action group to demonstrate his upper body strength with a one-handed pushup. Officials advise members to get adequate rest and nutrition every day, as well as sufficient exercise, whether it's at the gym, on the track, or in the cubicle.*